Compensation and Total Rewards
Fall 2023
37:533:313
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Section 3: Asynchronous
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Office Hours: By appointment

This course provides students with knowledge about compensation and reward systems. We examine the context of compensation practice, legal issues related to compensation and benefits, the various criteria used to compensate and reward employees, the various approaches to setting wages throughout the company, employee benefits, and contemporary challenges that compensation professionals will continue to face over the next decade.

The course's learning modality is entirely online and asynchronously via Canvas. There will be no Face-to-Face classroom sessions. This means the learning activities and communication takes place outside of real-time. There is no live presentation or lecture. You do not have to login at any specific scheduled time; you login at your convenience. However, there may be times when the instructor conducts a live chat session to address questions. In that case, you will be notified in advance so you can schedule the time.

COURSE MATERIAL

Class Material: PowerPoint slides for the lectures, announcements, and assignment instructions will be posted on the course's Canvas website: https://canvas.rutgers.edu/.

Textbook (Optional):
Title: Strategic Compensation (Pearson Publications)
Author(s): Joseph J. Martocchio
Edition: 10th [10th edition is the newest. You could also use the 8th or 9th edition]

GRADING AND COURSE REQUIREMENTS

Activity	Points
Group Project	20%
Weekly Quizzes, Discussion Posts, or Assignments	30%
Exams 1-3 (Non-cumulative)	50%
Optional Cumulative Final (To replace worst exam grade)	

	Grading Scale
90-100%	A
85-89.9%	B+
80-84.9%	B
75-79.9%	C+
70-74.9%	C
60-69.9%	D

WEEKLY QUIZZES AND LECTURES

- **Total Time**: Each week, you should allocate up to 2.5 hours to the lectures, quizzes, and assignments.
- **Weekly Assignments, discussion forum, or quiz**:
  - **Lecture Quiz**: Questions are embedded into the lecture videos; you will have two attempts per question.
  - **Assignment**: Assignments are based on real-world examples and problems, and should take approximately 15-20 minutes. Graded on a complete / no-complete basis.
  - **Discussion Forum**: The class will be split into large groups. You are expected to 1) answer the discussion question; 2) reply to at least one post; 3) "like" at least one post by Saturday night of each week. I will share the most "liked" responses during my weekly announcement Monday.

STUDENT RESPONSIBILITIES

Online learning requires a high level of discipline, dedication, and time management skills. You are expected to:
- Have access to a reliable computer, and access to the Internet.
- Have Microsoft Excel and Powerpoint installed (freely available to all Rutgers students)
- Adhere to all due dates for assigned media, exercises, projects, and readings.

If you do not have a laptop, email me at chto@smlr.rutgers.edu and I would be happy to figure something out.

GROUP PROJECT

You will work in 1 to 4-person teams on a project during weeks 7-10. The goal is to design a pay system for a set of positions in an HR department. There will be an opportunity to choose your teammates after Exam 1. Any late projects will be assigned a "0".

EXAMS

Three exams will cover the material from the lectures and readings. Study guides are provided to guide your time and attention while studying. Exams are open-book.

Here is the make-up policy:
- An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test (see above "Excused Absences").
- Only one makeup exam is allowed per semester.
- Unless excused (see above "Excused Absences"), makeup exams will start with a 25% deduction.

OPTIONAL CUMALITIVE FINAL

There is also an optional cumulative final exam, which will be held during finals week. You may use this final exam grade to replace your lowest of the three prior exam grades.

The content of the course will be covered in the following sequence. Please note that **dates are tentative and subject to change** (some topics may take more time and others less time, depending on students' interests). **Exam dates are firm.**

#	Date	Reading	Topic	Deliverables
1	9/5 - 9/10	Chapter 1 (pp. 1-14) Chapter 2 (pp. 28-36)	Strategic Concerns in Compensation Contextual Determinants of Pay	Assignment: McDonald's Issues (Due 9/9 11:59PM) Discussion: Group Introductions (Posts and Replies due 9/9 11:59PM)
2	9/12 - 9/17	Chapter 2 (pp. 37-49)	Legal issues in Compensation: Worker Protections Legal issues in Compensation: Equity	Assignment: Lady Gaga's Slave (Due 9/16 11:59PM) Discussion: FLSA Child Laws (Posts, Replies, and "Likes" due 9/16 11:59PM)
3	9/19 – 9/24	Chapter 3	Traditional Bases of Pay: Seniority and Merit Performance Appraisals	Assignment: Merit Pay (Due 9/23 11:59PM) Discussion: Grading Criteria (Posts, Replies, and "Likes" due 9/23 11:59PM)
4	9/26 – 10/1	Chapter 4	Incentive Pay (Individual and Group Plans) Incentive Pay (Organizational Plans)	Assignment: Profit-Sharing in Airlines (Due 9/30 11:59PM) Discussion: Group Projects and Incentives (Posts, Replies, and "Likes" due 9/30 11:59PM)
5	10/3 - 10/8	Exam (1 – 4; Open Notes; Due 10/7 11:59PM)		
6	10/10 - 10/15	Chapter 6	Job Analysis Job Evaluation	Assignment: Whole Foods (Due 10/14 11:59PM) Discussion: Job Descriptions (Posts, Replies, and "Likes" due 10/14 11:59PM)
7	10/17 - 10/22	Chapter 7	Salary Survey Group Project Day 1	Assignment: Basics of Excel (Due 10/21 11:59PM) Discussion: None (Work on group project)
8	10/24- 10/30	Chapter 8	Integrating Internal and External Data (Regression) Group Project Day 2	Assignment: Regression in Excel (Due 10/28 11:59PM) Discussion: None (Work on group project)
9	10/31- 11/5	Chapter 8	Pay Policy Group Project Day 3	Assignment: Pay Bands in Excel (Due 11/4 11:59PM) Discussion: None (Work on group project)
10	11/7- 11/12	Exam (5 – 8; Open Notes; Due 11/11 11:59PM) Group Project Due		

11	11/14-11/19	Chapter 9	Discretionary Benefits: Categories of Benefits Discretionary Benefits: Retirement	Assignment: Retirement Plan (Due 11/18 11:59PM) Discussion: Gen Z Benefits (Posts, Replies, and "Likes" due 11/18 11:59PM)
			Thanksgiving Recess (11/22 to 11/26)	
12	11/28-12/3	Chapter 10	Legal Benefits: Protection and Social Security Legal Benefits: Healthcare	Assignment: Your Healthcare (Due 12/2 11:59PM) Discussion: Legal Benefits (Posts, Replies, and "Likes" due 12/2 11:59PM)
13	12/5-12/10	Chapter 11	Executive Comp: Components and design Executive Comp: Theory and Ethics	Assignment: Finding your CEO's pay (Due 12/9 11:59PM) Discussion: Is CEO Pay too high? (Posts, Replies, and "Likes" due 12/9 11:59PM)
14	12/12-12/18	Exam (9 – 11; Open Notes; Due 12/17 11:59PM)		
15	TBD	Optional Cumulative Exam (Due 12/22 11:59PM)		

LEARNING GOALS MET BY THIS COURSE

COURSE-SPECIFIC LEARNING GOALS

Upon completion of this course, students should be able to demonstrate:

1. Understand and evaluate the advantages and disadvantages to the different approaches to setting employee pay, including seniority, merit, incentive, and skill-based.
2. Understand the different approaches to designing a compensation system that is internally consistent and externally competitive.
3. Understand and evaluate the different approaches to evaluating employee performance as part of merit pay systems.
4. Understand and apply the necessary elements in designing an effective incentive system.
5. Understand, apply, and analyze compensation issues with respect to legal requirements.
6. Understand which benefits are legally required and which are discretionary.
7. Create a pay system for a set of HR positions.
8. Develop your decision-making, teamwork, and analytical skills through a team project, class exercises, and homework assignments.

SMLR LEARNING GOALS

II) Quantitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.

- Formulate, evaluate, and communicate conclusions and inferences from quantitative information
- Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
- Apply qualitative methods appropriately, alone and in combination with quantitative methods

V) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions

- o Analyze the degree to which forms of human difference shape a person's experience of and perspectives on work
- o Analyze a contemporary global issue in their field from a multi-disciplinary and intersectional perspective
- o Analyze issues related to business strategies, organizational structures, and work systems
- o Analyze issues related to the selection, motivation, and development of talent in a local and global context

VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

UNIVERSITY GUIDELINES AND RESOURCES

ACADEMIC HONESTY

The University's policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me or the course TAs and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include, but are not limited to: sharing your answers or copying another student's answers on examinations; sending a fellow student who did not attend class the answers to a poll to falsely indicate their presence; copying material that is not your own without providing proper documentation (in the example of the HRM media extra credit). In the event that this contract is breached, the punishment can range from receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

STUDENTS WITH DISABILITIES

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: http://disabilityservices.rutgers.edu/. Students may make requests for accommodations: http://disabilityservices.rutgers.edu/request.html

STUDENT RESOURCES (MENTAL HEALTH, ACADEMIC COACHING, FINANCIAL ASSISTANCE)

Students may experience unique challenges as they progress through their academic careers. Rutgers has a number of resources to assist you. If you need support in one of the following areas, we encourage you to utilize the following resources. In addition, if you think I may be of help at any point, you are strongly encouraged and welcomed to send me a message or chat with me before/after class or during office hours.

https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students

SCHOLARSHIPS

The School of Management and Labor Relations offers a number of scholarships and fellowships to support its students. Relevant deadlines and criteria can be found here: https://smlr.rutgers.edu/academic-programs/scholarships

SOME THOUGHTS ON HOW TO DO WELL IN THIS COURSE

ADVICE FOR STUDYING
If you would like to improve your studying skills and habits, here are some resources to guide you.

- Free academic coaching: https://rlc.rutgers.edu/student-services/academic-coaching
- Some tips:
  - https://www.snexplores.org/article/top-10-tips-study-smarter-not-longer-study-skills
  - https://learningcenter.unc.edu/tips-and-tools/studying-101-study-smarter-not-harder/
  - https://students.dartmouth.edu/academic-skills/learning-resources/studying-tips

- Creating flashcards can help you memorize concepts. It is important to space your repetition over time. For example, instead of cramming 200 flashcards in one session, try 10 old flashcards and 10 new flashcards every day. There are apps (e.g., Anki) to create flashcards and space your repetition.
- Studying begins with reading the material or paying attention in the lectures. The focus should be on compiling and organizing the information. Handwrite or type your notes. Then, review your notes shortly after.
- Pretend you are teaching the material to someone else. Pretend you are explaining the material to a friend, pet, or an inanimate object.
- Have an exam? Be done with things 48 hours in advance. Test on Tuesday morning? That means you should finish studying by Sunday morning.
- Study only one subject at a time. Please do not try to study for multiple classes simultaneously.

RESOURCES TO SUPPORT YOU
If you find yourself struggling academically, financially, or with mental health, please contact me (chto@smlr.rutgers.edu) or the Dean of Students (https://smlr.rutgers.edu/about-smlr/dean-students).

If you prefer to approach the university first, the school provides resources to including academic tutoring (https://rlc.rutgers.edu/), letters of accommodations regarding learning (e.g., ADD; https://ods.rutgers.edu/), emergency financial assistance (https://studentaffairs.rutgers.edu/support-students/donate-to-student-affairs/emergency-assistance), and mental health assistance (http://health.rutgers.edu/medical-counseling-services/counseling/).

If you need help navigating the above resources, send me a message, chat with me before/after class, or reach out for office hours.